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INTELLIGENCE PRODUCTION COURSE

#2-75

10 February - 14 March 1975

S Y L L A B U S

Functional Training Division
Office of Training

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COURSE OBJECTIVES

1. To help the young professional become more knowledgeable about various facets of the intelligence process: requirements; collection guidance; sources of intelligence information; processing, storage and retrieval of intelligence information; analysis, interpretation, and presentation of the finished intelligence product.
2. To explain the role of CIA in the intelligence process and the relationships of the Agency with other components of the intelligence community in the production of intelligence.
3. To afford opportunity for limited orientation to several new methodologies in the analysis and presentation of intelligence information, including the role of the computer.
4. To help the student understand the nature and significance of U.S. foreign intelligence support to national security decision-making at the Federal level.

COURSE METHODS

1. Presentations are provided by intelligence specialists from the CIA as well as selected representatives from several other agencies in the intelligence community.
2. Discussions are held with intelligence analysts from production offices of the CIA and other members in the intelligence community.
3. Participation in practical exercises is afforded each member of the class, including interviewing for sources of intelligence information, identifying various analytic methodologies, and orally presenting intelligence problems.
4. Tours are conducted of selected facilities within the intelligence community, with emphasis on observing collection, processing and analysis activities.

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The Intelligence Production Course
is designed and conducted by the
Intelligence Training Branch,
Functional Training Division,
Room 816 Chamber of Commerce Building
Telephone #2065, #2066, #2526 for all
course matters.

ITB STAFF

25X1A

[REDACTED] (Course Chairman)

[REDACTED] (Course Assistant)

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COURSE CURRICULUM

IPC #2-75

Unit I

U.S. Intelligence Objectives and Intelligence Support for
National Security Decision-Making

One half-week is devoted to an identification of U.S. intelligence objectives; the responsibilities of the CIA in general and the DCI in particular; and the interrelationships of the Agency with other elements of the U.S. Government concerned with foreign intelligence.

Unit II

The Intelligence Cycle: Collection and Processing Phases

Approximately two weeks are spent on the first two phases of the intelligence cycle--the collection of intelligence information from overt and clandestine sources (human and technical) and the processing of collected information.

In this unit class members conduct an in-depth survey of the collection and processing activities within the intelligence community. This unit also includes demonstrations of intelligence data handling activities, visits to information repositories, discussions with specialists, interviewing for sources of information, and participation in practical exercises.

Unit IIIThe Intelligence Cycle: Analysis, Interpretation, and Presentation Phases

About two weeks are spent on the analysis, interpretation, and presentation phases of the intelligence process. The focus is on the analyst producing finished intelligence in the Directorates of Intelligence and Science and Technology in the Agency, and in the analytic components of the Departments of State and Defense. Through presentations by key analysts, directed reading, selected visits, discussions, and practical exercises, members of the class receive first-hand insight on tasking, selection of research methodologies, analytical techniques, methods of interpretation, and presentation formats. Official visits acquaint the class with activities in the intelligence community directed towards satisfying requirements for finished intelligence for purposes of national security--principally at the Washington level.

Unit IVThe Consumer of U.S. Foreign Intelligence

For one-half week the class receives a series of presentations on the policy-level consumers of foreign intelligence, and the relationships between policy and intelligence support entities. Key speakers also discuss evaluations of the effectiveness of finished intelligence.

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10 February - 14 March 1975

0845-0915	Administrative Affairs	Room 812, C of C	
0915-1000	Course Introduction	[REDACTED]	25X1A
	-Presentations and Introductions	FTD/Intelligence Training Branch	25X1A
	-Class Officers' Profiles and Interest Inventory	[REDACTED]	
	-Security Arrangements	Course Chairman	25X1A
	-Overview and Requirements	[REDACTED]	
		ITB Staff	
1015-1200	U.S. National Security and Foreign Intelligence		
	Directed Reading and Study		
	-Texts:		
	<u>Fundamentals of Intelligence;</u>		
	<u>Intelligence Alerting Functions;</u>		
	<u>Intelligence and National Security;</u>		
	<u>Bibliography of Intelligence Literature</u>		
	-Intelligence Objectives and Programs		
	-Other Selected Readings on the U.S. National Security System and Intelligence Support		
1200-1300	LUNCH		
1300-1445	The Career of an Intelligence Analyst in CIA	[REDACTED]	25X1A
		Former Agency Official	
1500-1615	Discussion: The U.S. National Security System	[REDACTED]	25X1A
	<i>The speaker describes the overall system for U.S. national security decision-making; identifies the key participants at the policy and intelligence levels and their relationships; discusses consumer needs and the current status and outlook for U.S. foreign intelligence activities.</i>		

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Tuesday, 11 February

Room 812, C of C

0845-0945 Special Briefing and Film

ITB Staff
Representative, OS

1000-1200 The Nature and Scope of the U.S.
Intelligence Community

25X1A

1200-1300 LUNCH

1300-1415 Information Requirements and
Collection Guidance

25X1A

Collection Guidance
and Assessments
Staff, Directorate
of Intelligence

25X1A

*[redacted] discusses collection
guidance throughout the intelligence
community from the vantage point of
the CGAS, and the capabilities and
limitations of the all-source in-
formation requirements system
within the Agency.*

1430-1515 Film: Future Shock

1515-1615 Directed Reading and Study

ITB Staff

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Wednesday, 12 February

Room 812, C of C

0845-1015

Origins of U.S. Central Intelligence

Intelligence
Institute/OTR

25X1A

25X1A

[redacted] a specialist in historical research discusses the tap-roots of the U.S. concept for central intelligence, British and U.S. collaboration in intelligence during WW II, and the research methods he employed as he wrote an official history of the COI.

1030-1200

Clandestine Sources of Information

Operations Staff/DO

25X1A

A former Chief of Station gives an overview of the Directorate of Operations with special focus on clandestine collection activities.

This is the first of a series of five presentations on the relationship of clandestine operations to intelligence analysis.

1200-1300

LUNCH

1300-1350

Directed Reading

ITB Staff

1400-1615

Seminar: Intelligence Objectives and Productivity

25X1A

25X1A

[redacted] various aspects of guidance and direction for intelligence production; the Key Intelligence Questions for 1975 and the KEP. The speaker addresses the nature and scope of intelligence productivity in the U.S. community and offers criteria for evaluating its effectiveness.

Special Assistant to
the Deputy to the DCI
for the Intelligence
Community

25X1A

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Friday, 14 February

Room 812, C of C

0845-1015 The Intercultural and Psychological
Dimension of Intelligence Analysis,
Part I

██████████
Former Agency
Official

25X1A

1030-1130

25X1A
██████████ conducts a two-part
presentation and seminar on the
intercultural and psychological
dimension in intelligence analysis.
Through the use of guided readings,
lecture/demonstrations, films, and
discussion of case studies, this unit
demonstrates why and how analysts
need continually to re-examine the
hidden assumptions upon which they
tend unconsciously to base con-
clusions about foreign situations.

1130-1230

LUNCH

1230-1330

Intercultural and Psychological
Dimensions in Intelligence Analysis,
Part II

██████████
Hugh Cunningham
██████████

25X1A

25X1A

The seminar on the intercultural
and psychological dimension in
intelligence analysis continues
with a classified case study
augmented by discussion.

1340-1500

The Environment of Intelligence
Collection and Analysis

██████████
Member, IC Staff, DCI

25X1A

The environment for analytic
activity within the community, and
sources of information for U.S.
foreign intelligence needs.

1515-1615

General Review and Organizing
Session for Sources Survey

ITB Staff

In preparation for this session,
each student will be expected to have
selected a topic for the sources
survey.

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Monday, 17 February

HOLIDAY

Tuesday, 18 February

Room 812, C of C

0830-0930	Target for Collection: The Soviet Union	[REDACTED] SE Division/DO	25X1A
	<i>The speaker describes the special challenges for clandestine collection efforts against the USSR because of the nature of its leadership and society.</i>		
0940-1040	Target for Collection: People's Republic of China	[REDACTED] EA Division/DO	25X1A
	<i>The speakers address the PRC as an emerging target for clandestine collection and describe the unique problems associated with such activity.</i>		
1050-1130	An Intelligence Officer's View of State Department	[REDACTED] Intelligence Institute OTR	25X1A
	<i>A general orientation to the State Department; the relationships between policy and intelligence support.</i>		
1135	Bus departs for State Department		
	VISIT TO STATE DEPARTMENT (Bureau of Intelligence and Research)	Room 3524 William C. Jones III Director, Office of Intell. Liaison, INR	
1200-1300	LUNCH at State Department Cafeteria		
1300-1350	Overall Responsibilities of the Bureau of Intelligence and Research	John Hawes Special Assistant to the Director, INR	
1400-1445	Embassy Reporting	Curtis F. Jones Dir., Research & Analysis for NE & SA	
1500-1545	Regional Research and Analysis	William Hamilton Dir., Research & Analysis for East Asia	
1600	Bus departs for C of C Building		

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Wednesday, 19 February

NSA Operations
Building (Room 26078)
7A154

VISIT TO THE NATIONAL SECURITY AGENCY

*This program at Fort Meade orients
the class to the broad responsibilities
of NSA in SIGINT and COMSEC.*

0730 Bus departs for NSA

0840-0855 In-Processing and Program
Introductions

0900-0940 The Mission, Functions, and
Organizational Relationships
in SIGINT Activities

0950-1030 SIGINT Collection and Analysis

1040-1130 Reporting

1130-1230 LUNCH

1230-1420 Principles and Applications of
Cryptography

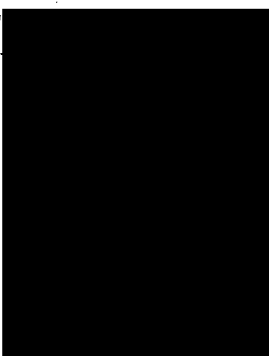
1430-1520 Discussion: Operational Problems

1530-1550 Summary Session

1600 Bus departs for C of C Building

(Coordinator)

25X1A



25X1A

Representative from
Production Elements

25X1A

25X1A

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Friday, 21 February

Room 812, C of C

0845-1015 Collection and Reporting from
Liaison Sources

██████████
Former Agency
Official

25X1A

Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this effort is described by an experienced officer who has dealt with the problem for many years.

1030-1200 Clandestine Requirements and
Reporting

██████████
SE Division/DO

25X1A

25X1A

██████████ discusses the procedure for the levying of requirements, the reporting activity from clandestine sources, and the interface with consumers both within and outside the Agency.

1200-1300 LUNCH

1300-1430 Seminar on Requirements and
Collection Guidance

██████████
(Moderator)

25X1A

25X1A

Several officers from the Collection Guidance and Assessments Staff (CGAS) discuss how SIGINT, photo-reconnaissance, and human source collection requirements are formulated within CIA, including the role of the analyst in this process. The seminar also gives the class and panelists an opportunity to address problem areas and future prospects for collection guidance in its broadest terms.

██████████
Imagery matters

25X1A

██████████
SIGINT matters

██████████
Human sources

25X1A

1440-1545 General Review and Overt Collection
Discussion

ITB Staff

1555-1625 Film: The Ultimate Machine

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Monday, 24 February

Room 812, C of C

Selected Topics in Quantitative
Analysis, Part I

0830-0930

Overview of Information Science

*A brief description of the
topical coverage in Information
Science Courses offered by OTR;
relevance to analytical assign-
ments in the Agency.*

Functional Training
Division (C/ISTB)

25X1A

0945-1200

~~Briefings on Selected Methodological~~
~~Approaches~~ "Inventory" Exercise

~~Members of ISTB Staff~~

25X1A

*Speakers discuss a number of
methodological principles and
techniques that are available for
use in intelligence production
assignments.*

1200-1300

LUNCH

1300-1630

Sources Survey (Period II)

*Members of the class continue
interviewing for the Sources
Survey with special focus on
contacts outside the Agency.*

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Tuesday, 25 February

VISITS TO NATIONAL PHOTOGRAPHIC INTERPRETATION
CENTER AND IMAGERY ANALYSIS SERVICE

0745 Bus departs for NPIC

0830-1000 Overview of Origin and Productivity of the NPIC John Hicks
Director, NPIC

1015-1130 *Presentations by selected unit chiefs and imagery specialists on programs of NPIC; the work of the imagery analyst/interpreter, collateral support; the interface between the Center and the production elements of the Intelligence Community and other consumers; projections into the near future; analyst to analyst discussions.* NPIC
[REDACTED] 25X1A
(Coordinator)
1010-1045 [REDACTED] 25X1A
Introduction to Imagery
Exploitation
1045-1115 [REDACTED] 25X1A
P.I. Techniques

~~1230-1330~~
~~1130-1215~~

LUNCH

~~1215-1340~~ NPIC Presentations (continued)

1130-1215 [REDACTED] 25X1A
Camera Display Briefing
NPIC

1330-1600 Imagery Analysis Presentations and Tours (IAS)

George Allen
Director, IAS

Overview of IAS responsibilities and productivity; distinctions between the work of NPIC and IAS; programs and products.

[REDACTED] 25X1A
(Coordinator)



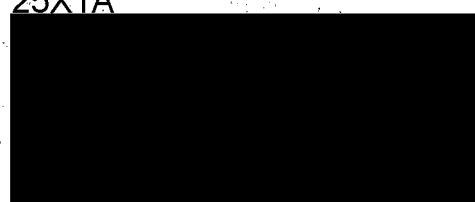





1610 Bus departs for C of C Building

Wednesday, 26 February

HQ 1E78

VISIT TO CENTRAL REFERENCE SERVICE

This visit orients the analyst to the services available in CRS. The Deputy Director begins with an overview of CRS. This is followed by a briefing on SAFE, a project to give production analysts access to a broad range of files through remote computer terminals. The class is then divided into small groups for briefings in ISG area divisions. The afternoon will be spent on the acquisition and dissemination process, the document services, and the film and pictorial services.

0900-0930	Overview of CRS	 Deputy Director, CRS	25X1A
0930-1020	SAFE Briefing	 C/Systems Analysis Staff, CRS	25X1A
1030-1130	Information Services Group, ISG Area Division Briefings	 25X1A	
1130-1230	LUNCH		
1230-1330	Document Services Group, DSG Individual presentations	C/Acquisitions Br	
		 C/Dissemination Br	25X1A
		 Pictorial Services Br	25X1A
		 C/Document Services Br	25X1A
1330-1400	Summary and Conclusions (includes question period)	 C/Information Services G, ISG	25X1A
		 C/Document Services G, DSG	25X1A
1400-1630	Sources Survey (Period III)		

This is the period for final interviews and preparation for oral briefings on Thursday, 27 February.

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Thursday, 27 February

Room 812, C of C

Selected Topics in Quantitative
Analysis, Part II

0830-0930 Terminals Demonstration and Special
Exercise
0930-1030 - Briefing on Selected Methods and Strategies for
~~0945-1030~~ Delphi Exercise Analyzing Data
1045-1145

25X1A
[REDACTED]

This is a condensed version of a full-scale Delphi exercise to demonstrate the role of anonymity in the development of a better consensus and a convergence of educated opinion on selected issues.

1045-1145 Panel Discussion

25X1A
[REDACTED]

(Moderator)

Chief of ISTB Faculty moderates a discussion period in which current applications of information science and systematic approaches to intelligence analysis activities are reviewed. Members are told where and how to get assistance in these areas after returning to work assignments.

1145-1245 LUNCH

1245-1630 Individual Reports on Sources Survey

25X1A
[REDACTED]

Oral reports on sources survey includes partial videotaping of presentations for practice in briefing techniques.

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Friday, 28 February

HQ 1E78

0845-1015

General Review Session

ITB Staff

Course Chairman and ITB Staff conduct a review and general question period on the curriculum topics to date and introduce the next unit of the course: the production of finished intelligence in various components of the Agency.

1030-1200

Problems in Intelligence Analysis

25X1A

A senior specialist discusses the impact of bureaucratic and intelligence environment on an analyst's activities.

Former Agency
Official

1200-1300

LUNCH

HQ 7E62

1300-1615

The National Intelligence
Officer (NIO)

(Coordinator)

25X1A

Two NIO's, one concerned with regional matters, the other a functional specialist, discuss their responsibilities and activities as senior substantive intelligence officers.

Assistant NIO for the Middle East

Acting NIO for Strategic Programs

25X1A

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Monday, 3 March

0830 Bus leaves for Magazine Building

VISIT TO OFFICE OF GEOGRAPHIC AND
CARTOGRAPHIC RESEARCH

0900-1230 Geography in Intelligence Analysis

*The Director of OGCR discusses
geography as an element of national
power, geographic research in CIA,
and the role of cartography in
analysis and presentation of
intelligence*

*Special geographic studies,
cartographic exhibits, and OGCR
support to the Agency and other
users will be included in the
visit.*

*Optional tours of the map-
making facilities of the Carto-
graphic Division and of the CIA
Map Library are available to
individuals in the IPC class on
other dates by special arrangement.*

1230-1330 LUNCH

1330 Bus departs for C of C Building

1400-1630 Course Research (Period I)

*This is the first of three
scheduled periods for members of
class to collect data and prepare
reports to satisfy course require-
ments for a research paper.*

John K. King
Director, OGCR

25X1A

[REDACTED]
(Coordinator)

25X1A

[REDACTED]
Editorial Review Process

25X1A

[REDACTED]
Soviet Atlas; Cordinated
Agency Research

25X1A

[REDACTED]
Intelligence Mapping Program

25X1A

[REDACTED]
Law of the Sea

25X1A

[REDACTED]
Environment Analysis Staff

25X1A

ITB Staff

25X1A

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Wednesday, 5 March

Room 713, C of C

0830-0900 Readings on Technical Intelligence Collection

Assigned articles on selected topics of scientific and technical intelligence collection, processing, and analysis.

0900-1015 Development of Technical Collection Systems

Discusses research, development and engineering activities on an Agency-wide basis as well as advanced collection systems.

Leslie Dirks
Director, Office of Development and Engineering, DDS&T

25X1A
[REDACTED]

1030-1200 Research in Science and Technology

A discussion of current activities and trends in scientific and technical research and their potential impact on current and future intelligence activities.

D/Dir. Office of Research and Development (ORD)

1200-1300 LUNCH

Presentation in Intelligence

1300-1615 Effective Communication (Presentation) of Finished Intelligence

25X1A
[REDACTED]

Former Agency Official
[REDACTED]

25X1A

Guidelines for Oral Communication

Opportunities for specific guidelines in oral presentation of intelligence including graphic aids for effective briefings; critique of student briefings (video play-back).

Practical demonstrations and general guidelines.

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Thursday, 6 March

0830-1030	Preparation Period for Course Research Papers (Period II)	<u>HQ LIBRARY</u>	
	The Analyst at Work in Current Intelligence (OCI)	<u>HQ 7E32</u>	
1030-1100	The Deputy Director of Current Intelligence presents an overview of the activities and productivity of OCI.	[REDACTED] Deputy Director of Current Intelligence	25X1A
1110-1200	How intelligence is produced in OCI; the nature and scope of intelligence support to the various consumers in the Community. An examination of finished products.	[REDACTED] Managing Editor, National Intelligence Daily (NID)	25X1A
1200-1300	LUNCH	Room 6E60	
1300-1345	Analysis, interpretation and presentation of current intelligence on the China and East Asia areas.	[REDACTED] Chief, East Asia, Pacific Division	25X1A
1400-1445	Current Intelligence on Western Europe: sources of information, problems in assessment, methodologies and outlook.	[REDACTED] Deputy Chief, West Europe Division	25X1A
1500-1530	Problems in current intelligence and OCI's relationship with other offices.	[REDACTED] Chief, Western Hemisphere Division	25X1A
1530-1630	Visit to CIA Operations Center Room 6F19	[REDACTED] Chief, CIA Operations Center [REDACTED]	25X1A 25X1A


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Friday, 7 March

Room 713, C of C


0900-1015 Biographic Intelligence


CRS/ISG

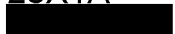
25X1A

The speaker describes the overall effort of CRS and others in the production of biographic intelligence and discusses the various uses of biographic assessments in support of intelligence and policy-level entities.

1130
1030-~~1130~~ Behavioral Analysis of World Leaders


Office of Scientific Intelligence/DDS&T

25X1A


25X1A
 discusses the methodology used in producing psychiatric studies of foreign personalities and the utility and limitations of these studies to other analysts in the field.

1130-1215
~~1200-1330~~

LUNCH

25X1A

1215-1315
1330-1500

Videotape,  Guest Speaker Lecture
The Analyst at Work in Weapons Intelligence (OWI)

Richard Hineman
D/Director, Office of Weapons Intelligence

A discussion of the all-source approach to analysis of foreign missile and space activity; case studies of weapons systems.

25X1A

1515-1615 Review and General Discussion

ITB Staff

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Monday, 10 March

0830-0900 Study Period

HQ LIBRARY

0900-1200 The Analyst at Work in Economic Research (OER)

HQ 4F31

The overall responsibilities and productivity of the Office of Economic Research; several economic case studies illustrate the type of finished intelligence production in OER and the research strategies and sources employed.

[REDACTED]
D/Director, Economic Research

(See Below)

25X1A

1200-1300 LUNCH

1300-1330 Study Period

1330-1630 The Analyst at Work in Political Intelligence (OPR)

HQ 3E62

Overview of the Office of Political Research and a discussion of political research and reporting activities by several key OPR analysts.

[REDACTED]
D/Dir, OPR

25X1A

25X1A

OER Analyst Case Studies

Analysis of the Petrodollar Problem

25X1A

Forecasting the Soviet Grain Crop

25X1A

Estimating Soviet and East European Computer Capabilities

25X1A

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Tuesday, 11 March

HQ 6F25

0845-1030 The Analyst at Work in Scientific Intelligence


Office of Scientific Intelligence

25X1A

A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources, tasking, and analytic methodologies are discussed.

1045-1200 Summary Seminar


Sayre Stevens
Associate Deputy
Director for Science
and Technology

The Associate Deputy Director discusses the implications of science and technology for intelligence analysis and the overall support of his Directorate to the consumers.

1200-1300 LUNCH

HQ 7E32

1300-1600 The Analyst at Work in Strategic Research


Acting Director,
Strategic Research

25X1A

An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence officers and others; case studies of selected research and reporting are discussed as to content and methodologies employed. The Office Chief concludes with a substantive projection into the near future.


25X1A

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Wednesday, 12 March

Room 802, C of C

0845-0930

Course Research (Final Period)

ITB Staff

Members of the class use this time to complete their research papers.

1020
0930-1200

Individuals read their papers allowing five minutes only for each student.

NSC)

1200-1300

LUNCH

1300-1430

Management of Resources in the Intelligence Community

25X1A

Intelligence Community Staff

This officer describes the overall responsibilities of the IC Staff and discusses selected aspects of resource management for U.S. foreign intelligence activities, with special emphasis on the implications for intelligence analysis.

~~1415-1615~~
1030-1200

The National Security Council

25X1A

Assistant Staff
Secretary, NSC Staff

A presentation on the operations of the NSC under the present administration; the role of the various NSC components and sub-groups; and the responsiveness of CIA to meet the intelligence needs for decisions at the NSC levels.

1445-1615

Course Research Reports, Part II

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Thursday, 13 March

Room 802, C of C



0845-1000	Intelligence in Narcotics Control <i>Role of intelligence analysis in the Agency's responsibilities in Narcotics Control.</i>	[REDACTED] Office of Economic Research	25X1A
1015-1200	Intelligence in International Terrorism <i>Nature and scope of the threat and intelligence roles in support of U.S. activities for countering international terrorism.</i>	[REDACTED] Office of Current Intelligence	25X1A
1200-1300	LUNCH		
1300-1430	Intelligence Analysis in Crisis Management 25X1A [REDACTED] discusses intelligence analysis in crisis management and describes current and future systems for alerting and warning.	[REDACTED] IC Staff	25X1A
1445-1615	Agency Relations with Congress <i>A discussion by the Legislative Counsel with special focus on substantive briefings of Congress.</i>	[REDACTED] Legislative Counsel	25X1A

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Friday, 14 March

Room 802, C of C

0830-1000	Intelligence Activities in a Democratic Society	 Intelligence Institute, OTR	25X1A
	<i>A senior Agency briefing officer gives his views on the challenge of operating an effective U.S. intelligence system in a democratic society.</i>		
1015-1200	Course Summary and Special Briefings	 ITB Staff	25X1A
1200-1345	LUNCH		
1400-1530	The Directorate of Intelligence	Edward Proctor Deputy Director for Intelligence	
	<i>The Deputy Director describes the overall responsibilities and productivity of his Directorate in support of the DCI, the Agencies and Services of the USIB community, and the policy-making levels of government.</i>		
1530-1550	Closing Remarks	Alfonso Rodriguez Director of Training	

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CURRICULUM EVALUATION (FORM A)

Intelligence Production Course 2-75

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Was the first day and a half needed? I really think it could be condensed even more.

25X1A

[redacted] did a good job discussing collection and guidance

As an outsider --- I realize this is a CI course designed for "OCI type analysts", but since you have allowed outsiders into the course perhaps you could inform your guest speakers, we are not all "OCI analysts" and may have no desire to become one. It ~~puts~~ rubs me the wrong way to be told by a speaker that "analysts" are the chosen few, the cream of the crop. One feels like standing up and saying "what about me", "I exist too and ~~do~~ perform a job which is also important."

It is useful to see how the finished intelligence analysts think and what is expected of them. I have found this useful.

Since outsiders are allowed into the course, perhaps better use of their knowledge & service within various components ~~and~~ could be made. Perhaps a

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panel of outsiders instead of doing a briefing or a ~~paper~~ paper
would be of more use both for the class & the outsider.

P.S. Since I sat in the back of a small room, I found the
constant chatter & entering & exiting by the staff disturbing, It is
also discourteous to the speaker. I realize you have heard these
speakers many times before but a little less noise would be nice.

Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

25X1A

DDO Presentations

25X1A

[redacted] were open and very good. Have some good points.
[redacted] was a good speaker but didn't say much.

STATSPEC

[redacted] Visit

I would ~~be~~ not be impartial in answering this.

DCD Visits

STATSPEC

Informative. The man on the disk [redacted] was very forthcoming.
(The conference (PCD) room was stuffy & warm which made concentration difficult.

State Department Visit

Poor. The young speaker was bad. The man who spoke on the Mid East was interesting. Too bad we didn't meet some of the analysts on the working level in our own files.

NSA Visit

The ~~morning~~ morning was a repeat of what I had seen before. The man who spoke on codes, etc. gave far too much detail. Maybe speakers could be changed.

DIS Visit

Bad except for the man who spoke on the attachés.

Panel on Requirements and Collection Guidance

Very good. This ~~were~~ generated a great deal of interest from the students even to the point of running over time.

Presentation and Seminar on Intercultural Dimensions in Analysis

25X1A

[redacted] made some very good points using clear examples.

The other speakers were so-so.

This was a subject which was "old hat" for me. Maybe some of my class mates needed to hear it.

25X1A

NAME [redacted]

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Generally speaking, I have found the course very instructive so far. The level of presentation has varied, however. There was probably a bit too much "introduction" considering that everyone in the class has had at least 6 months of experience on a desk(s). There was also too much time spent explaining wire diagrams, flow charts, etc. and not enough on what the bodies actually do when they meet. (I'm still not clear on what goes on in USIB meetings, NSCIC meetings, etc. Who does most of the talking? What kind of subjects create most debate? Who usually wins the arguments? but maybe this is too much nuts and bolts for an introductory course.) I found both speakers from the IC staff disappointing — they did little to dispel my suspicion that the body is redundant. All I can remember from [redacted] presentation is a

25X1A

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blur of flow charts (most of which are in car notebook)

25X1A and [REDACTED] presentation was "A child's [REDACTED] Guide to the Intelligence Community." I'm being unkind,* but I do feel that one address by the IC staff w'd more than suffice.

* I realize that you can have little control over what kind of presentation speakers of this level make.

The most stimulating sessions for me during the first two weeks were the lunch breaks — ha, ha, just joking. Seriously, the most stimulating session was the panel — [REDACTED]

25X1A

25X1A [REDACTED] — and I w'd have liked to see more of this kind of discussion relating directly to the analyst's job. I realize, however, that this was probably of less interest to those in the class who are not in OCI or OSR. On the whole, I feel there has been a good balance in the course so far and I appreciate the efforts that have obviously been made to get the best speakers possible. It's easy to criticize, but I'm not at all sure I could have done it any better.

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DDO Presentations generally impressive & informative. [redacted] 25X1A
is one of the best speakers we have had. The China presentation was also particularly good.

STATSPEC [redacted] Visit very good, but I wd have liked to talk to some of the translators to see how they work and to editors to find out why they select what they select

DCD VISITS useful. wd have liked to see Wash. field station, but appreciate limitations here.

State Department Visit Most disappointing of our visits. We got the FSO management viewpoint only. I think this shd be balanced by a presentation by a career analyst who might relate his work more directly to that of our analysts. How do INR analysts view coordination? How can it be improved? What are their main problems? etc.

NSA VISIT Generally good balance, but perhaps a bit too much on code-breaking (my mind boggled after 5 minutes). The last speaker was excellent.

DIS Visit I missed most of this (!) The attaché briefing was polished but not as attuned to analyst interest as I wd have liked. Unfortunately, I can't think of any constructive suggestions.

Panel on Requirements and Collection Guidance

I don't think we need two sessions*. disappointing, repetitive and largely unresponsive.

Presentation and Seminar on Intercultural Dimensions in Analysis

25X1A I found [redacted] presentation very interesting. My main criticism wd be that he took too little account of the fact that he was — by and large — preaching to the converted. Some of his examples were also arguable. The panel was extremely interesting, especially the discussion of the analyst's culpability in "intelligence failures."

25X1A [redacted] presentation covered all we need to know

25X1A

NAME [redacted]

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There was too much repetition of on the composition of the Intelligence Community. Even though the speakers presented were all knowledgeable and senior, they should have been informed as to the content of each other's talks so as to not overlap.

Meeting on a one-to-one basis with analysts working on the same areas we are was most beneficial, viz. NSA & NPIC on my part. It's fine to get an overview from "senior" officials but it was far more valuable to me to meet with the less senior members - in fact, the crew, rather than the captains - who actually do the work.

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DDO Presentations

subject boring. Are they trying to discourage applicants? they make an inherently fascinating

STATSPEC

Visit

Very good - perhaps a personal prejudice on my part since I use their translations extensively in BSB. T.O. had they no short on funds, but I guess tracking missiles is DCD Visits really more important to the national security. Went to the field office downtown. Was interesting to view their actual surroundings. A good feeling for the scope and importance of their function. This + disappointment

State Department Visit

seemed totally unprepared and uninterested in seeing us. I thought NE people were really articulate & bright. NSA Visit fast-paced, well-versed and prepared speakers. Most valuable to me was visiting with individuals working on the same area as I am. I never knew NSA had so much material on [redacted] & they were most willing to send it to my office.

DIS Visit

Better than expected. The representatives of the services were most receptive & responsive to questions. Panel on Requirements and Collection Guidance

Again rather repetitive. They should have known (told rather) we knew their functions. And could have elicited

Presentation and Seminar on Intercultural Dimensions in Analysis

questions sooner.

I found this insulting to my intelligence - that I possess any great expertise in having a B.A. in psychology, but I think most class members agree that the level of presentation was very elementary both on a sociological & psychological basis. If up-graded, this topic could be most interesting & certainly of great importance to the intelligence community & the Middle East. During for example, [redacted] talk to us

on the variations in these cultures (Chinese and Middle Eastern) would be most valuable.

This is not intended to disparage age & experience, but having some younger, less senior people in here who are doing the nitty-gritty - as we will be - when we return to work - would be far more productive than listening to memoirs and outdated theories that have only peripheral relevance to our status and duties as young analysts.

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DDO Presentations - I learned from most, although I felt that many speakers projected an omniscient attitude, particularly in assessing the value of reports.

STATSPEC [redacted] Visit - very interesting and well done.

DCD Visits - Interesting. I was intimately involved with DCD before joining CIA.

State Department Visit - a total waste. The speakers presented a defeatist attitude and a general lack of incentive.

NSA Visit - very interesting up to a point. The last speaker should have run the entire show. I was uninterested in cryptology. The representative from H 7X was not aware of the current coordination procedures.

DIS Visit - Presentations were good, but misleading. I have attended DIS on several occasions and I believe that a more accurate briefing with more emphasis on actual course content would have been better. Panel on Requirements and Collection Guidance - Decent - I found the general ~~topic~~ presentation interesting.

Presentation and Seminar on Intercultural Dimensions in Analysis
Excellent and very enjoyable.

I believe that the emphasis on questions during class sessions should be reduced. During this period many speakers provided such excellent presentations that they answered most questions while ~~at~~ talking. In addition, ~~many~~ many students may be like me and prefer to absorb the lecture as completely as possible and usually answer my questions in advance.

NAME [redacted]

25X1A

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I think the course meets its objectives admirably. Even though I have been in the Agency for 8 years, those weeks have provided me with knowledge and insight I don't believe I could have obtained elsewhere - nor through further work experience.

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DDO Presentations

Very informative and interesting

STATSPEC

Visit

11

DCD Visits

11

State Department Visit

Since I have worked with INR for 6 years, this didn't interest me too much -

NSA Visit

Subjects did not interest me but I can appreciate the overall view better now.

DIS Visit

Very good presentations

Panel on Requirements and Collection Guidance

a little dull -

Presentation and Seminar on Intercultural Dimensions in Analysis

interesting, stimulating

25X1A

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On balance, the first 2 goals were accomplished quite effectively. The first week seemed a little slow and occasionally repetitive, but the field trips - ~~even though~~ they were - served to provide a quite useful introduction to who is doing what in the Intelligence Community. # A basic problem exists, I am sure, of trying to get speakers to do what you want them to do, rather than what they think is appropriate. Frequently there seemed to be too much time for questions & answer sessions with the less interesting speakers and not enough for the more provocative speakers.

The third objective was covered least satisfactorily. The ~~relevance of the~~ first game on factory flows seemed to belabor a rather obvious point, and it ~~permeated~~ specific

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skills more relevant to business school students than
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to budding analysts.

Either enough ~~time~~^{time} should be devoted to the new methodologies
to do them justice, or just spend an hour describing
the available courses and their intent.

My overall reaction was that the course
is a good idea to the extent that it introduces the
new analyst to the entire intelligence community ~~new~~ field
trips. The most effective format seemed to be
a general introduction, and then a fairly lengthy informal
session with one's counterpart analyst at the working
level.

Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

DDO Presentations *Quite useful.*

STATSPEC [redacted] Visit *Very good. For my purposes the [redacted] visit was improved by the hour I spent (during the lunch break) with 2 of the desk analysts.* STATSPEC

DCD Visits *Quite good.*

State Department Visit *Poor.*

NSA Visit *Good, but could have been better.*

DIS Visit *I did not go.*

Panel on Requirements and Collection Guidance
I was not present.

Presentation and Seminar on Intercultural Dimensions in Analysis

A worthwhile topic but the ^{several} presentations could have been better focused. [redacted] is on the side of the angle but he did not make a persuasive case. 25X1A

The panel with [redacted], and [redacted] was excellent. In general, I like the idea of panels which bring together people with differing perspectives or points of view. 25X1A

NAME [redacted]

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In many cases what was presented in the first two weeks was old knowledge. But considering the objectives of the course and the activities of the last remaining three weeks, a reinforcement of knowledge about the IC, requirements, etc. was necessary. The only failure of the course, for which the students are the blame, was the lack of strong interaction with the speakers. In our own defense I might recommend 1.) the class size be limited to no more than 15 in the future and 2.) the class

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~~Leads~~ ~~and~~ should be emphasised to permit preparatory discussion about a topic and then a post-mortem after the speaker. This could draw out more from the speakers and the class as a whole.

I have gained quite a lot from this course but not near ~~what~~ the potential.

Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

25X1A

DDO Presentations These presentations gave a little new knowledge, but [redacted] really did a good job rounding out human collection.

STATSPEC

[redacted] Visit very good. Speakers & subjects were directed to my interest.

DCD Visits I went to the field stations. It was a useful experience in that it added a dimension to that activity not easily explained.

State Department Visit not that informative, speakers were dull and did not direct their remarks to my interest.

NSA Visit I did not make the trip

DIS Visit A very informative & well spent morning.

Panel on Requirements and Collection Guidance The panel when answering questions did a good job of cutting away the BS they generated when talking in general. Presentation and Seminar on Intercultural Dimensions in Analysis

a very interesting concept for analysis and the panelists complemented each other to make the presentation balanced & informative

25X1A

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25X1A

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DDO Presentations

Adequate, though I personally have no "feel" for DDO activities.

STATSPEC
STATSPEC

Visit

An excellent overview of activities.

DCD Visits

Also an excellent presentation.

State Department Visit

Very poor presentation, showing inadequate preparation or concern by INR.

NSA Visit

OK except for the Spannare portion which was in some ways trite -- it tended to be misleading.

DIS Visit

A good visit. In particular the opportunity to talk with service representatives was beneficial.

Panel on Requirements and Collection Guidance

Outstanding. A lot of very useful information presented in a dialogue atmosphere.

Presentation and Seminar on Intercultural Dimensions in Analysis

Presentation was a little weak, but the seminar was stimulating.

25X1A

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25X1A

overview seemed sufficient to cover most of the first week's activity. This section was too repetitive, not only of itself but also of I.W.A. course. Specifically, the following speakers could be omitted without damaging course goals:

25X1A

25X1A The seminar on Collection guidance imparted no new knowledge nor did the seminar on Clandestine Requirements & Reporting. In general the first two weeks of the course need to be streamlined and reoriented to the working analyst who already has a general perspective of the Agency as do the CT's who have generally spent 6 months addressing the basic questions of what's going on

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why and where to ~~add~~ help.

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Visits to components and other agencies seemed generally valuable (with the regrettable exception of State). Of course, some students have already seen some agencies but in general it helps to get a look at where these offices are and what they do.

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Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

25X1A

DDO Presentations

Seemed repetitive. [redacted] presentation good but very elementary. The target sessions could be squeezed into one hour and the clandestine Requirements & Reporting session could be omitted.

STATSPEC [redacted] Visit

Rather good

DCD Visits

Also well done

State Department Visit

As experienced by this group the trip was worthwhile and extremely boring. Needs complete ~~restructuring~~ restructuring.

NSA Visit

Eliminate section on reports

Propose visit to branches

Trip was generally valuable

DIS Visit

Attache briefing OK

Effort to acquaint us with military Intell. impossible in time frame

Panel on Requirements and Collection Guidance

A one hour presentation on services available to analysts & procedures of contact would suffice. Panel could be eliminated.

Presentation and Seminar on Intercultural Dimensions in Analysis

Too much time devoted to an obvious point.

Problem of how to manage the use of this dimension deserved more attention

25X1A

NAME [redacted]

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CURRICULUM EVALUATION (FORM A)

Intelligence Production Course 2-75

The principal objectives of IPC 2-75 are (1) to help you become more knowledgeable about the process of intelligence, (2) to explain CIA's role in the intelligence cycle and the relationships of this Agency with other components of the US Intelligence Community, (3) to provide an orientation to several new methodologies in the analysis and interpretation of intelligence information, and (4) to help you understand the nature and significance of foreign intelligence in national security decision-making.

We would like, in general terms only, your evaluation of the curriculum for the first few weeks of this course. For example, did the scheduled activities meet the stated objectives? Did the focus and balance of topical coverage, visits, presentations by key speakers, and other activities meet your needs and expectations? What were the strong or weak elements in the course to date? What things might need change or improvement in future runnings of this course? (Please use the rest of this page and the reverse side, if necessary, to answer these questions and make any other comments or suggestions that you wish. Your views will be considered in planning future programs for training analysts. Therefore, if you identify a problem area, please give us suggestions for constructive improvement. At the conclusion of the course you will have another opportunity to comment).

The first two weeks of this course, with a few exceptions was too general for this audience. Block after block re covered material from the I u A — which is pre requisite.

The course should be a bit more open. The strongest aspect has been the opportunity to meet people from different parts of the agency. This could have been enhanced by structuring breaks of 20-25 minutes after each speaker — for informal discussion with each.

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E2 IMPDET
CL BY 005851

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Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

DDO Presentations *Redundant after IWA.*

general.

was too 25X1A

STATSPEC

Visit very informative. Briefing was First rate.

DCD Visits *Very informative and seemingly candid.*

State Department Visit *Scratch this, its without value.*

NSA Visit *~~Not a good idea~~ no comment. I don't know if this is valuable.*

DIS Visit *much ado about nothing. The briefing was excellent but the substance was minimal. Briefing an attentive speaker 1 hr. ~~was~~ next time.*

Panel on Requirements and Collection Guidance

Redundant after IWA and too general.

Presentation and Seminar on Intercultural Dimensions in Analysis

Great topic. Should be shortened to about 2 hours.

over.

25X1A

NAM

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Speakers!

(1) In future please give the bloc on briefing techniques, before the student briefing is taped.

(2) Keep the class loose. When a speaker is so uninspiring as to not bring forth spontaneous questions, let it die.

~~④ Cut the debate before it gets too long~~

④(3) Cut Sources Survey. CT's has done this, usually two or 3 times in internis and others have surely done equivalent things in their jobs.

④(4) Cut the discussion of National Security System on day 1 and cut the ~~entire~~ nature and scope of U.S. intel community on day 2 to about 30 minutes.

(5)
④ Be sure to get [redacted] and Mr. [redacted] back.
25X1A

CURRICULUM EVALUATION (FORM A)

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The first two weeks met my expectations concerning objectives ①, ②, and ④. Coming on board as a new analyst I expected two things: a clear description of my responsibilities, and a description of the resources at my disposal. The course (the first two weeks) has provided the latter, and also helps to relate my component to the intelligence community and consumers.

Granted, some of the presentations were dry -- but the content was worthwhile. The best presentations, generally, and often the most productive from my viewpoint, were those involving analysts working on the topic. I welcomed the opportunity to meet with analysts with whom I will be working. In some cases I had to deviate from the appointments, because they were with the "wrong" analysts.

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E2 IMPDET

CL BY 005851

So you should probably emphasize that these are
flexible (or when they're not, consult with each student to
determine if there is an analyst which the student prefers
to meet).

Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

DDO Presentations *good*

STATSPEC
[redacted] Visit *absent*

DCD Visits *very useful to meet desk-reporters. Excellent briefing by division chief.*

State Department Visit *It was nice to learn the responsibilities/abilities of field personnel, and the attitudes which prevail in INR, but it could have been said with less "organization chart"-ing.*

NSA Visit *very interesting. One day was just fine as far as briefing time went: the most valuable aspect was the chance to meet fellow analysts, but here I could have used an extra hour!*

DIS Visit *It was not useful to learn the schedule of other courses given at DIS, and other marginal information. It was useful to learn about defense attachés.*

Panel on Requirements and Collection Guidance *Too much time was allotted to this, given that the panel did not address a "what we can do for you" matter.*

Presentation and Seminar on Intercultural Dimensions in Analysis

Interesting, but I wish a logic-oriented appeal (including more detailed discussions on circumstances and mechanisms of making invalid assumptions) had replaced some of the "hard sell" approach.

25X1A

NAME [redacted]

CURRICULUM EVALUATION (FORM A)

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Considering the status of the students, there was probably too much time devoted to the basics of the intelligence community. The community organization could be presented very briefly as an update and an organization chart should be included in the student kit. For the most part, the speakers were informative and thought-provoking.

Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

DDO Presentations Informative, but the presentation could be better.

STATSPEC

Visit Well presented, but the tours could be omitted and not be missed.

DCD Visits The presentation was good, but they should choose a conference room where they can control the temperature.

State Department Visit We really don't need an hour-long lecture of all the ploys used by FSO's in getting information

NSA Visit

DIS Visit I was pleased at the quality and quantity of information presented. Talking with the service representatives was especially helpful.

Panel on Requirements and Collection Guidance

Very good

Presentation and Seminar on Intercultural Dimensions in Analysis

Very good. I especially enjoyed the panel with differing viewpoints so well presented

25X1A

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CURRICULUM EVALUATION (FORM A)

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In general I feel the first two weeks of the course were extremely too repetitive of the IWA course. The IWA could be made a prerequisite for IPC and two weeks could be geared for some useful pursuits. ~~the IWA~~

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Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

DDO Presentations

Satisfactory

STATSPEC

Visit

very informative - would like to have had discussions with Analysis Group personnel, rather than strictly with office chiefs.

DCD Visits

very well presented especially since ample time was given to meet with individual analysts.

State Department Visit

a total disaster - would like to have talked to WH analysts

NSA Visit

Should be expected to include analytical components of Friendship Annex

DIS Visit

somewhat irrelevant to the course.

Panel on Requirements and Collection Guidance *very well presented & very interesting*

Presentation and Seminar on Intercultural Dimensions in Analysis

Interesting, but not nearly enough time was spent on this essential foundation for developing sound, accurate analytical techniques. If duplicative WH material were eliminated, more time could be spent here.

25X1A

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CURRICULUM EVALUATION (FORM A)

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The activities have clearly met the course objectives, and they have more than met my expectations, fulfilling needs which I previously did not know existed.

Since I am from the distaff side of the house, I don't feel qualified to make meaningful suggestions for course improvement.

I was especially impressed with the thought and planning which obviously had been put into arranging the schedule - interspersing the types of presentations and trips for variety - (amazing in view of the lecturers' ^{schedule} changes which surely must be considered).

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Several intelligence units and some individual speakers have requested feed-back on the effectiveness of their presentations in meeting course objectives. Please comment briefly (a phrase will do) on your reactions to the following:

25X1A

25X1A

DDO Presentations I'm prejudiced - [redacted] was great [redacted] was excellent 25X1A

25X1A

So was [redacted] I wrote "Hack" by [redacted] lecture.

The afraid he epitomizes the Ivy League prototype no longer in vogue.

STATSPEC

Visit.
Very interesting and helpful - Glad to have had an opportunity to visit and see the origin of a publication
read every day -
BCD Visits

State Department Visit

O.K. but I think a different approach would have been more helpful to budding analysts.

NSA Visit

We could have waited for this week's Post! But it is nice to have a contact there as a result of the trip.

DIS Visit

I liked this especially. It elevated my opinion of the Services. I'm glad the Attache lecturer is going into private business - Not all are the hard sell type, fortunately.
Panel on Requirements and Collection Guidance

Pretty good

Presentation and Seminar on Intercultural Dimensions in Analysis

Excellent

loved the IAS/PI night table exercise.

25X1A

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FINAL EVALUATION (Form B)

Intelligence Production Course 2-75

This critique form provides us with a final opportunity to solicit your ideas to help us plan and conduct future programs for analyst training and development. As a participant in the IPC just concluding, you are in a good position to evaluate course activities and we invite your constructive comments on each of the categories listed below.

First, we suggest you consult your course syllabus to refresh your memory about the objectives, scope notes, and activities.

If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

The course was obviously not designed for a person with ^(or lack of) my background and experience in mind; therefore, I feel that my evaluation and criticism cannot be considered to be truly valid.

However, the course has more than met my objectives, and I consider it to have enriched my Agency career. I am very appreciative that the training board of my parent organization "fleshed up" and I was selected to attend IPC.

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CL BY 005851
EX 2-10001

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

In most instances. I thought there were too many vignettes of organizational charts and wiring diagrams. I would have preferred more substantive addresses. As a general observation, my opinion is favorable.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

Too many questions posed by students with parochial views. These questions should have been handled individually after the class was dismissed. I think that we truly missed some vital information the speaker could have conveyed which would have benefited the entire class due to the time absorbed by the answering of many

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

independent (in my opinion) questions.

25X1A

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FINAL EVALUATION (Form B)

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1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

*The course is in my view mistitled.
I was under the impression the emphasis would be
more on our productions rather than on such an
extensive exposition of what other components
are doing.*

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CL BY 005851
EX 2 IMPDET

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Too much overlap with IMA.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

Too many flow charts of the IC.

The most useful aspect to me was the working level talks we had, i.e. what analysts (our age or thereabouts) are actually doing - not long descriptions of how things were in 1947.

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A

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If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

I was greatly disappointed with the course, in general. I entered the course expecting to receive training in line with the objectives stated, but seldom did the course content really address these objectives.

One major problem was the "survey of the community." Having spent over seven years working with this "community" I needed no introduction. Yet, information of value could have been gained had the appropriate subjects been addressed. DDO speakers were particularly disappointing. They did not provide any real information and some showed a belligerent attitude. The representatives of the CIA analysis offices were not given sufficient time, especially in contrast to the amount of time spent on DDO presentations. I expected an emphasis on intelligence production, instead of collection.

I could go on and on, but basically I believe that the course failed to achieve its objectives. Too much emphasis was placed on collection with too little time given to analysis and production. Visits to other agencies were generally a waste of time. During these visits appropriate subjects were seldom discussed and briefs were

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

The general nature of the course was relevant to the stated objectives. Beyond that very little applied. The course was a tour of "interesting offices in CIA and the intelligence community with little concern for the course objectives. The substance of the various sessions was often unrelated to production. I can accept the capabilities of the several retired consultants who spoke to us, but address not many qualified staff members who could provide more current presentations. My primary target here is [redacted] who took too much time to tell us something we learned in college. His major positions were effectively opposed by [redacted] during their joint seminar. There were high spots [redacted] was excellent as were many analyst case studies during of the analysis presentations. The NPIC presentation was the best organized of all.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

After the first ten days, it no longer mattered what the schedule was, because I was thoroughly disappointed by this time. I would recommend that only a short review of the intelligence community be presented during which representatives of DIA, State/INR, and NSA could share one day. The time saved here could be used to expand presentations from DDIT offices and DD/ST offices. Special attention should be given to briefing and writing. [redacted] should be given an entire day or more with the group video tape exercise plugged into the middle of his time.

[redacted] was superfluous. [redacted] gave us all we needed on this subject [redacted] was not a good speaker and (pardon my bias) was typical of the prototype military "liar slot". If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

[Signature] I will provide additional comments.

NAM [redacted]

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If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

The course objectives seem valid to me.
Problems crop up, however, in three areas:

1) Lack of control over the speakers. I appreciate the great effort that has obviously gone into getting high-level speakers. Some of them have been excellent. Many, however, are not very good at addressing questions relevant to the course objectives. I understand some effort will be made next time to recruit more junior speakers and I would endorse this. Problems with outside agencies (INR, DIA, etc) are obviously greater.

2) Diversity of the group. In many ways it is a good thing to have people from a wide variety of components and I have benefitted from their views. At the same time, I think the course could have been targetted more directly on the

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CL BY 005851
EX 2 IMPDET

specific problems facing OCI - OSR - OER analysts of the group were limited to those offices. I must confess I'm not sure where the answer lies.

3) Stage at which the analyst enters the course.

My own opinion is that I got more out of the course now than I would have done had I taken it when I first entered on duty. I ~~have~~^{have} a base on which to build^{with} the information imparted. At the same time, it meant that a lot of the material was repetitions for me. For others who were newer it wasn't.

Again, I don't know where the answer lies, but I do believe that the course could be conducted at a higher level if everyone in it had served at least one year.

I don't know how the proposed schedule of having C7s take the course initially will work out, but I suspect it will mean that the level will have to drop and they will be able to absorb less.

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A

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If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

I don't believe the time allotted to information science ^{was} ~~is~~ sufficient to deal with the question. I think it would be better to drop this part of the course and have the students take a course devoted only to information science. (I often wonder if any attempt ^{even} is made to find out how much introduction to information science a student has. I, for example, have ~~had~~ one college ~~semester~~ of computer programming, etc. I know others in the class have also had an introduction to the use of computers. Many younger people these days have had an exposure to and often worked with computers unlike those over 35.)

The First day and the second were a repeat of what is given in IWA. I
an hour review, at the most could easily cover this subject.

25X1A

gave a good presentation.

25X1A although a bit of a character & interesting to hear, would not
have to be included in a shortened course.

STATSPEC

since the office visited receive some background on the students, surely
the students could meet some of the people on the working level, those they will be dealing
with on a day to day basis. I'm not sure a visit to a room full of machines
is of much value.

25X1A

gave a very good talk, It was well placed after the panel (consult
course schedule)

(Have already discussed DDO & State Dept presentation) NSA, DJS)

25X1A

gave an excellent briefing. He is a good speaker.

The Seminar on Requirements & Collection Guidance generated a lot of interest from the students.
(For sections on Information Science see Question 1)

NPIC - good to excellent.

IAS - unfortunately the director of IAS had to follow NPIC and he repeated information
Perhaps he could be warned to try not to rehash something we heard just two
hours before. The visit with the IAS was informative. More of this should be done

25X1A

CRS - gave a sales pitch for CRS. Bad! BAD!!

was excellent. Give him more time.

Area Division briefings - how about meeting the ~~working~~ working level? The division
chief, for wire diagrams, publications & general questions, but who wants to embarrass him
with specific questions.

DSG was ok for sales pitch.

25X1A

Was the show necessary? I felt the OTR felt it ~~would~~ wanted
high level people to meet the class but didn't know what to do with them.

25X1A

he could be dropped without much loss.

25X1A

NIO's on the Mid East was good, was bad. Don't
ask him again. Wire diagrams & passing materials around while speaking are poor techniques.

25X1A

OGCR - I realize in a OGCR man and OTR does not have control over him but

25X1A

presented a poor picture, cutting off speakers, moving around while someone was
speaking. The EAS briefing was excellent. Ask him to speak again. The rest

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Often the speaker made the lecture. (See ~~as~~ opposite page for details)

I believe this course could easily be shortened to 4 or 3 weeks and made available to all intelligence officers after 2 years of work with the agency. I don't think it should be given to someone just ~~and~~ entering the agency. Some time is needed on the clock in order to gain more of an appreciation for what the course offers. ~~The~~ The real value of the course comes from meeting with the ~~new~~ people on the working level not necessarily with the high level administrators whose names are impressive but often do not have a true appreciation of the problems at the working level.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A
NAME [REDACTED]

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DIA -- as part of the intelligence community it is nice to visit but the content and presentation is poor. The speaker on China was in the line.

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Pentagon -- see above, briefers at command center was horrible.

25X1A

excellent briefing on an interesting subject.

good idea but didn't come across

he could be better placed before the briefing exercise. Going into a briefing ~~before~~ cold with no preparation as to what is expected is a futile exercise.

OCI -- 25X1A

came across as a ~~un~~ sympathetic manager. ~~equivalent~~ to slow torture. ~~He~~ what he said could be said in 10 minutes. His conversation with the table was bad technique.

25X1A

was

25X1A

The afternoon at OCI was great especially

25X1A

oh hum!

let's have more like him. An excellent speaker with an interesting subject.

OVI, OSI, OSR -- couldn't these three be combined? By the time we hit OSR ~~the~~ we were hearing the same thing for the third time. I do ~~to~~ give OSR credit for trying to present the information in a different form. Unfortunately the OSR CT didn't come across. The OSR man on current intelligence did a nice job.

OSR -- don't remember much.

OPR -- the woman analyst was great.

25X1A

IC -- ~~was~~ a hostile speaker, don't invite him again.

NSC -- ~~was~~ excellent, have him come back.

25X1A

25X1A

and ~~were~~ excellent speakers.

IC -- repeat of old things, who wants to ~~see~~ hear about Pearl Harbor again. Leave him out.

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was interesting, invite him again.

heaven help the agency, if he is the senior ~~briefing~~ ^{briefers} for the agency. Leave him out.

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FINAL EVALUATION (Form B)

Intelligence Production Course 2-75

This critique form provides us with a final opportunity to solicit your ideas to help us plan and conduct future programs for analyst training and development. As a participant in the IPC just concluding, you are in a good position to evaluate course activities and we invite your constructive comments on each of the categories listed below.

First, we suggest you consult your course syllabus to refresh your memory about the objectives, scope notes, and activities.

If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

*I wanted an introduction to what other elements of the
Intell Community were doing. The course served this purpose.*

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CL BY 005851
EX 2 IMPDET

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

- The methodology section should be eliminated (or greatly expanded).

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

IC staff was very redundant. One presentation would have sufficed.
CRS: The last briefing was unnecessary.

25X1A

The [REDACTED] presentation on the NSC was well done.

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A

NAME [REDACTED]

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Overall, yes! However, the two exercises were really useless. What do they prove? The time allocated to the Sources Survey and the Research Paper would have been better spent in some sort of student seminar discussing meaningful issues. For example, why not devote two days to student discussions or debates. Why not get everyone talking about a single controversial issue; e.g. "Is the ~~present~~ Intelligence Community, effectively, organized?" Or, "Is overlap and duplication really worth the cost?"

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

No problem here. A few sections were out of place (e.g. [REDACTED] presentation should have come at beginning of course), but overall the course was well organized.

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A
NAME [REDACTED]

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1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

I believe the course has adequately, in fact more than adequately met the course objectives in terms of coverage of the intel. community and the intel production process. Requested greater contact with opposite numbers and suggest visits to desk as at NSA be made a vital part of field trip program.

GENERAL

Taking IPC after IWA ridiculous - just too much redundancy. I strongly believe however that IPC is only valuable after student has had job experience - is aware of where he will be working - and can directly relate course to what will be expected of him when he returns to work. Course could be cut to 4 weeks - faster pace - optional short background reading before speakers. More rigorous demands on student but not in terms of evaluation which would influence job placement.

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Many speakers spoke down to group - Would have preferred a much higher level of interaction - less mechanics of office (This covered by IWA or own experience) and more focus on working environment, constraints, workload on analyst, typical work day.

The NSC lecture, [REDACTED] is best example of what I sought in a presentation - [REDACTED] (OCI) also example of what is preferred.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

Unnecessary speakers:

- 1. [REDACTED] wrap up (CRS) - no new substantive questions asked before*
- 2. [REDACTED] - already covered by visit to area analyst*
- 3. [REDACTED] - for obvious reasons - redundant*
- 4. [REDACTED] - should have been first week - at this point redundant*

HIGHLY INTERESTING

*[REDACTED] - wanted much more time on this subject
impressive use of view graphs
- very glib but good representation
fascinating - needed more time
invaluable presentation - could have done
without review of mechanics at start*

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A

NAM [REDACTED]

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1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

The Objectives were, with the exception of #3
"redundant to IUA." Even the orientation aspect of
the course closely followed the IUA format i.e.
was only a formalization. When orientation is the
Objective, redundant training seems unnecessary - while
IRC added some detail to what was covered in
IUA, this detail added little to the formalization
process.

redundant - more than enough, excessive, unnecessary

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Most of the course was irrelevant. Speakers used
"Conned" briefings ~~like~~ like [REDACTED] others repeated
substance from each other's talks. [REDACTED] gave the 25X1A
Same briefing - even examples of 3 views of dis info for CIA, 25X1A
as he gave in The July IWA - and I suspect ~~at~~ each following
IWA.

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

Many could have been scrapped without loss i.e. DIA,
The TV Briefing, Reading the Research Papers - there is no
excuse for any student 5 minute paper being ~~stretched~~ stretched 25X1A
to 22 minutes - reference [REDACTED]. No speaker needs
more than 45 minutes ~~for~~ for any Presentation.

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A
NAME [REDACTED]

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FINAL EVALUATION (Form B)

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If you thought there were any serious weaknesses in the course, please identify them, and suggest solutions. If you thought something was particularly useful and worthy of more development, please discuss that.

1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

SEE ATTACHMENT

2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

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NAME _____

① Expected Learning Objectives Approved For Release 2000/05/15 : CIA-RDP80-00503A000100100002-8

Unless it is predetermined that a student will take this course (as part of a larger program, for example), people enroll in this course because they or their bosses like the description in the OTR flier which is circulated. It almost goes without saying that that description should accurately reflect course content and objectives — otherwise there will be those whose time is wasted. We have already established that "I.P.C." is a misnomer — "Introduction to the Intelligence Community" would be more accurate.

② After enrollment

Fortunately for me, I came to the course in a state of general enough ignorance so that I picked up much useful information. Referring to stated course objectives 1-4, in the IPC #2-75 Syllabus, number ONE received the best attention in the course, specifically "sources of intelligence information." "Storage and Retrieval of intelligence info" received little attention other than discussions of prototype project SAFE. (briefing was excellent, of course). Number TWO received reasonably good attention, but the attention was too much "party line" and organization charts (witness 25X1A briefing), rather than how the community functions in real life. Number THREE was a good objective (we were prepared for limited computer information) but I was interested not in the managerial views on the use of various methods, but the "HOW TO"'s to get an idea of the kinds of methods useful for differing problems. Number FOUR was, again, a nice idea, but there seemed to be more "party line" kind of cautious presentations. What might prove more useful would be to get a policy maker to speak on how he uses the intelligence we provide — no one in the intelligence community could be as candid.

③ Methods

For the most part, presentations by analysts were superior to those by higher level officers. Exceptions to this were NIO [redacted] and Chief DCD [redacted]. Students learned to be wary of "true friends of OTR". The most valuable events were discussions with the analysts with whom I will be coordinating reports or gathering information. Granted, I could do this without ever enrolling in a course, but time constraints, ignorance, and general inertia work against meetings of this sort.

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One can't please everyone about scheduling, so why try. I was not troubled by tours, etc, that extended beyond normal hours - we always returned in time to return home (or [redacted] drove me home, thank you.). 25X1A I do little enough for my pay during the course that it is a small request for attendance at inconvenient presentations.

The assurance that course hours would fall significantly within normal working hours (whenever possible) is important both because of transportation constraints and because it allows the student to maintain at least some contact with his (her) office and those covering for him.

(IV) Miscellany

* The C.of C. rooms are grossly over-lit. (Perhaps every other fluorescent element could be removed in each light section.) A speaker with normal voice level does not require a microphone to be heard over the fan at the back of the room. The chairs in 812, 713 are not made for long sitting. A combination of all three assaults on my senses produced amazing discomfort. yes indeed!

The simple fact that all the other students came from various components different from my own greatly increased my exposure to those components. This is desirable, and I hope plays a role in selecting students.

This was my first OTR course.

K

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1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

The course is muddled. I anticipated more emphasis on production & on analytical techniques rather than an emphasis on ^{how it is structured} what the community is doing. I think the role of CIA in the Com. society was upleveled to the point of diminishing returns.

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Extremely too much overlap with net.
Would prefer more practical exercises -
perhaps, a much post-mortem exercise -
such as those presented by Mr.

25X1A

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

Obviously, when ~~the~~ attempts are
made to visit other agencies other
CIA components ~~to~~ it must be at the
host's convenience. ~~there~~

If you would care to give us additional feedback at a later date, please write us an informal memo which you may address to: OTR/FTD/ITB, ATTN: Course Chairman, IPC.

25X1A

NAME

over

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In general I feel the
most effective presentations were those made by people other than office chiefs. Perhaps the most effective presentation was that of DART - we had the advantage of speaking to an office chief who could answer our overall questions & also to a working level analyst who could explain his work better than an office level manager could. I favor more presentations be given in this fashion.. I would like to see more panel discussions. I see no need for 3-4 persons on the IC staff - two is more than enough.

Re CRS - ask for a products exhibit - it is very useful & too many would be an eye opener. Also, allow ~~plenty of~~ more time for ~~the~~ individual discussions with individual CRS analysts.

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1. Your comments about the validity of our course objectives.
(Did they meet your needs and expectations?)

Comments made on the interim critique remain valid.

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2. Your comments about the relevance of course content. (Did the nature, scope, and level of concepts and substance support the objectives?)

Yes

3. Your comments on the course schedule. (Were the activities appropriate as to their timing, sequence, balance, and relationship to each other?)

The CRS lecture was superfluous after having visited CRS and been briefed on the site. I found the repetition in the various aspects of strategic research unnecessary, but this would probably not be the case for those students whose fields are concerned with these matters. Presentations which I found particularly interesting and which will no doubt be of benefit to me in the future were those on OPR, DDS+T, OER, B&B, OCI and the trips to various Community offices. The NIO for the Middle East was very good. The IC staff needs a course in PR.

25X1A

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25X1A

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